



Measuring What Matters

A QUALITY PROFILE FOR
THE SHAKER SCHOOLS AND
STRATEGIC PLAN 2014-19:
A SUMMARY

September 2014



FROM THE SUPERINTENDENT

The Shaker Heights City School District has entered its second century of a tradition of academic excellence. This milestone has provided the occasion for a fresh look at what we mean as a community when we commit ourselves to providing a high-quality education for all students. Our Five-Year Strategic Plan, developed with input from hundreds of stakeholders, is the product of that examination.

The Shaker Experience goes far beyond the traditional subjects taught and tested in conventional ways. That is why our Strategic Plan reflects the high value that our community places on the arts, hands-on learning, multicultural experiences, global-mindedness, and co-curricular activities that foster ownership of learning, responsibility and leadership. Yet we know that not all students are getting the full benefit of all the opportunities our schools offer. We are firmly committed to making the Shaker Experience the best it can be for every student, and we are deeply appreciative of the community's support for our efforts.

This year, "Measuring What Matters" contains highlights of the 2013-14 school year and a summary of the Five-Year Strategic Plan. In future years, "Measuring What Matters" will serve as our annual report to the community on our progress toward the goals outlined in the plan.

Our plan is ambitious. We are confident that together we can realize its promise for all students and attain all of our strategic goals, while remaining true to our aspirations, mission, vision, and core values – because We Are Shaker!

Dr. Gregory C. Hutchings, Jr.

Superintendent of Schools

HIGHLIGHTS

of the 2013-14 School Year

We took initial steps toward the development of a cohesive preK-12 curriculum incorporating state standards and the International Baccalaureate philosophy.

STRATEGIC PLAN 2014-19:
STRATEGIC PLAN 2014-19:

Overview

OUR **Aspirations**

Excellence • Equity • Exploration

OUR **Mission**

The District will nurture, educate, and graduate students who are civic-minded and prepared to make ethical decisions; who are confident, competent communicators, skillful in problem solving, capable of creative thinking; who have a career motivation and a knowledge of our global and multicultural society.

OUR **Vision**

Our vision is simple, yet bold: to be the first choice school district for all students, both locally and around the globe.

OUR CORE **Values**

- Each student is valued.
- Every student must succeed.
- Diversity makes us stronger.
- Breadth of experience is vital.
- Fiscal responsibility is essential.
- We are all accountable.

of the 2013-14 School Year

We continued to make progress on implementation of the International Baccalaureate Middle Years Programme in grades 5-10.

HIGHLIGHTS

Strategic Plan Goals

To achieve our vision, we have identified six key goals with targeted outcomes for each, establishing clearly outlined milestones to help us measure our progress.

1. **THE SHAKER EXPERIENCE**

Engage all students in an enriching educational experience that enables them to achieve educational milestones and meet high school graduation requirements within four years as fully developed young adults with an entrepreneurial spirit, prepared for success in post-secondary education and careers.

2. **CONTINUOUS IMPROVEMENT**

Support the District's Aspirations, Mission, Vision and Core Values through strategic planning, systems and data analysis, technology infrastructure and professional learning.

3. **POLICY**

Develop and implement policies that align with the District's Aspirations, Mission, Vision and Core Values and support the Goals of the District's strategic plan.

4. **HUMAN RESOURCES AND FACILITIES**

Recruit and retain high-quality staff with diverse cultural experiences and backgrounds, and provide facilities conducive to high-quality teaching and learning.

5. **COMMUNICATION**

Engage school and community stakeholders as active partners.

6. **FINANCE**

Ensure efficient and effective use of financial resources while maintaining high-quality educational experiences for all students.

WHAT THE STRATEGIC PLAN MEANS FOR YOU

For students

- deeper, more hands-on learning, with enrichment, rigor, and a global focus for all students
- fuller engagement in the Shaker Experience, including formal and informal education
- more pre-kindergarten opportunities and academic supports
- smoother transitions from one school level to the next
- more consistent expectations for academic performance and behavior
- graduating on time, prepared for college and careers

For parents

- more consistent and timely communication about student progress and needs
- more opportunities for two-way communication with the schools
- greater access to resources to foster student success
- more opportunities to share expertise with students

For staff

- greater clarity around the connections between curriculum, best practices, expectations, and outcomes
- more focused, meaningful professional learning
- more opportunities for creative collaboration and discussion
- support for the broader use of technology in instruction, business operations, and data analysis

For residents

- greater accountability through frequent reports on student achievement, finance, and strategic plan implementation
- more opportunities to share expertise with students
- greater community engagement



Every Child Deserves an Expert Teacher

Shaker has a well-educated, highly professional faculty. Yet we know that 25% of our teachers will be eligible for retirement within the next few years. In light of this, we must redouble our efforts to recruit, retain, and support the continuing professional growth of top-notch educators of diverse backgrounds and experiences.

AS OF 2013-14:

- About 83% of Shaker teachers hold master's degrees or higher.
- 100% are designated as "Highly Qualified" according to Ohio Department of Education criteria.
- Average teaching experience is 15 years.
- The District typically receives more than 100 applications for each open position.
- The District invests in professional learning, including International Baccalaureate training, classroom management, use of technology to enhance learning, and strategies to meet differing learning needs.
- A team of Shaker teachers and administrators has tailored the Ohio Teacher Evaluation System to meet the District's specific needs and characteristics, including peer evaluation where appropriate.

HIGHLIGHTS

of the 2013-14 School Year

We successfully recruited highly talented new administrators, teachers, and staff.

To read the complete Strategic Plan online, visit www.shaker.org/strategicplan.



Preparation for College and Beyond

Among the goals of our Strategic Plan is to help students meet high school graduation requirements within four years as fully developed young adults with an entrepreneurial spirit, prepared for success in post-secondary education and careers.

- Shaker Heights High School's on-time graduation rate increased from 83% in 2012 to 89% in 2013.
- Shaker graduates continue to be admitted to a wide range of colleges and universities each year, including some of the most selective in the nation.
- Shaker students again outperformed the state and national averages on SAT and ACT scores by considerable margins.
- The High School is among top Ohio schools for National Merit, National Achievement, and National Hispanic scholars, putting those students at greater advantage for competitive college admissions and scholarships.
- Students participate in a wide variety of internships for career exploration, including medical, scientific, business, and vocational. Community partners include the Cleveland Clinic, University Hospitals, and NASA Glenn Research Center, among many others.
- The class of 2014 had more than 19,000 hours of volunteer community service.

Distinguishing Awards and Accolades

- Shaker Heights High School is rated among the top 2% of U.S. high schools in annual ratings from Newsweek and The Washington Post.
- Shaker has been named a "Best Community for Music Education" by the NAMM Foundation six years in a row.
- Shaker students have maintained a strong presence in the National History Day competition since its inception. Five students were top-10 winners at the national event in 2014.
- Shaker students consistently earn top honors at regional and national competitions such as Science Olympiad, VEX Robotics, Power of the Pen, Model UN, Mathcounts, chess competitions and spelling bees.
- Each year, hundreds of Middle School and High School students win awards for their performances on national language exams in French, German, Greek, Latin, and Spanish.

HIGHLIGHTS

of the 2013-14 School Year

**Shaker Heights High School's
four-year graduation rate increased
from 83% in 2012 to 89% in 2013.**

of the 2013-14 School Year

Members of the Class of 2014 were admitted to 235 colleges and universities.



A Rigorous Curriculum with a Global Perspective

- 371 out of last year's 372 third-graders (99.7%) fulfilled the requirements of Ohio's Third Grade Reading Guarantee, reaching an important milestone that will lead to future academic success.
- The International Baccalaureate philosophy is embedded in the curriculum for all students in grades K-10, providing enrichment for all students while meeting all state content standards.
- International Baccalaureate features a global focus and emphasizes creative problem solving, hands-on projects, inquiry-based learning, and community service.
- World language exposure begins in grade one with Chinese for all students; in grades six through eight, students can study one of five world languages (Chinese, French, German, Latin, or Spanish).
- Six world languages are offered at the High School: Chinese, French, German, Greek, Latin, and Spanish.
- The High School offers a unique Asian Studies course in conjunction with the Cleveland Museum of Art and an African-American history course that is approved for credit at Kenyon College.
- Hundreds of students broaden their horizons through international travel opportunities offered at the High School level, including exchange programs with Germany, Latin America, England, France, Japan, and China. Many students also travel overseas with our bands, orchestras, and choirs.

Robust Fine and Performing Arts Offerings

- Music and art instruction is an essential for all students in grades K-8.
- All students in grades 5 and 6 receive instrumental instruction (band or orchestra).
- All students in grades 7 and 8 receive daily instruction in orchestra, band or chorus.
- The High School offers five bands, three orchestras, and six choirs and vocal ensembles.
- Shaker students earn top honors annually in juried music competitions.
- The High School's theatre arts department offers acting, writing, and production classes, with fully mounted theatrical productions each year.
- High School students can choose from a full range of fine arts courses: drawing, painting, ceramics, jewelry, graphic design, and photography.
- Students win top honors in the annual Scholastic Art competition, and have had their work displayed at public venues such as the Cleveland Clinic and Cleveland Hopkins International Airport.
- A majority of High School students remain enrolled in fine or performing arts courses well beyond the credit requirement.

of the 2013-14 School Year

Our students won numerous regional, state and national awards – for example, National History Day, world languages, art, Science Olympiad, athletics, music, and more.



Co-Curricular Opportunities

- Students are encouraged to participate in co-curricular activities that appeal to a wide-range of interests, most of which carry no fee.
- The High School offers more than 20 athletic teams and clubs, and more than 50 co-curricular clubs such as Model U.N., chess, Latin, photography, Youth Ending Hunger, Student Group on Race Relations, MAC (Minority Achievement) Scholars and MAC Sisters, and many more.
- Middle School students are encouraged to participate in at least one of the 47 co-curricular clubs and 16 athletic teams offered.
- Woodbury offers 38 lunchtime and after-school activities serving a wide variety of student interests.
- K-4 schools offer a variety of after-school activities for academic enrichment and social interaction, some of which are driven by PTO involvement.

Serving a Diverse Population

- Approximate enrollment of 5,300 students.
- Approximately 50% are African-American, 38% European-American, 12% other (Asian/Pacific Islander, Hispanic, Native American, and multi-racial).
- Approximately 33% of students are economically disadvantaged, as defined by eligibility for free/reduced lunch.
- Students with disabilities make up about 15% of the student body (the national average is 13%).
- Our international enrollment includes students from 33 countries. About 2.5% of Shaker students have limited English proficiency.

Success in College-Level Courses

- The High School offers 22 Advanced Placement Courses and 21 International Baccalaureate courses – in both cases, more than any other school in the area.
- In May 2014, 394 Shaker students took a total of 788 Advanced Placement tests. Eighty-six percent of their scores were 3 or higher (on a 5-point scale), qualifying them for college credit or advanced standing at many colleges and universities.
- 130 Shaker students were named Advanced Placement Scholars in August 2014, based on their successful completion of three or more AP exams. Their average exam score was 4.3 on a 5-point scale.
- 22 of 27 candidates in 2014 earned the prestigious IB Diploma. Three more members of the cohort are expected to earn the diploma for a total passage rate of 92.6%, compared to the worldwide rate of 79%.
- In 2014, 128 students took 337 IB exams in one or more of 14 subject areas. 76.3% of their scores were 4 or higher (on a 7-point scale).
- 27 students are candidates for the IB Diploma in 2015, and 42 in the Class of 2016.



HIGHLIGHTS

of the 2013-14 School Year

Our High School

students again scored

significantly above national

averages on the SAT and ACT.

Independent Review of Shaker Heights High School

In 2014, Shaker Heights High School underwent a voluntary external review by the AdvancED Accreditation Commission, a panel of evaluators who provided an in-depth analysis of strengths and areas for improvement. Based on this review, the panel recommended that the High School receive a five-year term of accreditation.

In their report, the reviewers noted, “the school has a longstanding culture of excellence in education and co-curricular opportunities. This culture contributes to the school being viewed, both nationally and internationally, as an exemplar of high school programming at its best.”

Other key observations:

- Teachers and leaders pursue excellence in both their own learning and development and that of their students.
- Students spoke openly of their appreciation for the diverse culture and the opportunities that are available to meet the needs of all students.
- Students were respectful and actively engaged in learning through the classroom experiences and in co-curricular activities.
- Based on classroom observations, students rose to the challenge of exhibiting higher-order thinking, discussion, and analysis.

The High School received top marks on specific criteria:

- The school’s leadership and staff commit to a culture that is based on shared values and beliefs about teaching and learning.
- School leaders monitor and support the improvement of instructional practices of teachers to ensure student success.
- The school engages families in meaningful ways in their children’s education.
- The school maintains facilities, services, and equipment to provide a safe, clean, and healthy environment for all students and staff.
- The school provides services that support the counseling, assessment, referral, educational, and career planning needs of all students.

Community Support and Involvement

The support and involvement of our community are essential to the success of our Strategic Plan.

- Shaker voters passed a 6.9-mill operating levy in May, providing the resources needed to help our plan succeed.
- A 44-member team of staff, administrators, students, parents, and community members guided the process of developing the District’s five-year Strategic Plan.
- The Superintendent meets regularly with a Student Advisory Committee to gain student insights on the academic and social experience in the Shaker schools.
- The Superintendent has collaborated with the PTO leadership to undertake a family engagement program.
- The Shaker Schools Foundation, one of the first of its kind in the nation, supports technology, the arts, health and fitness, and educator grants to encourage innovation in teaching. The Foundation now has 25 corporate sponsors.

HIGHLIGHTS

of the 2013-14 School Year

The District collaborated

with the City of Shaker

Heights, the Shaker

Schools Foundation,

and donors to create the

Innovative Center for

Personalized Learning

and Family Engagement.

- Huntington Bank has agreed to be a major contributor to the District and Shaker Schools Foundation over a five year period.
- Support from the PTO and Shaker Schools Foundation enhances the Shaker Experience through artist and author visits, field trips, and special assemblies.
- Every year, several hundred parents, faculty, graduates and community members gather together at A Night for the Red and White, a fundraiser that benefits the educational enrichment of all Shaker students.

Strong Fiscal Stewardship

A key element of the Strategic Plan is to ensure efficient and effective use of financial resources while maintaining high-quality educational experiences for all students.

- The District underspent the 2013-14 fiscal year budget by about \$2 million, without reducing the number of teachers.
- New cost savings were realized in 2013-14 through reorganization of bus routes for greater efficiency, reduction in maintenance and custodial costs, and lower-than-expected health insurance premiums.
- The office of Treasury receives commendations each year from the Auditor of State and from professional organizations for accuracy and integrity in financial reporting.
- Due to its strong financial management, the District has an AA+ bond rating from Standard and Poor's and an Aaa rating from Moody's, ensuring favorable interest rates on borrowing.

HIGHLIGHTS

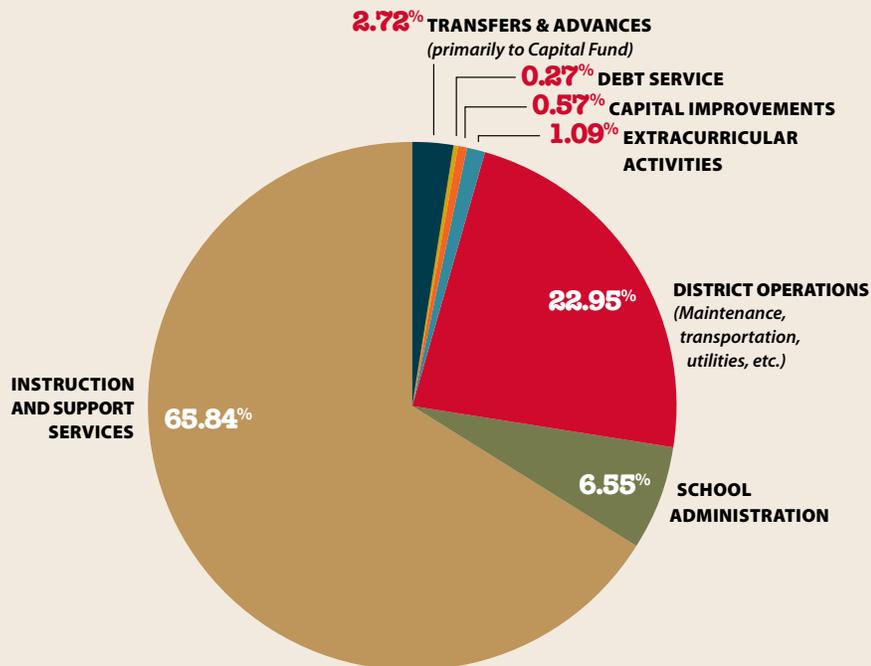
of the 2013-14 School Year

We underspent the 2013-14 fiscal year budget by about \$2 million, without reducing the number of teachers.

Where the Money Goes

GENERAL FUND EXPENDITURES
FISCAL YEAR 2014

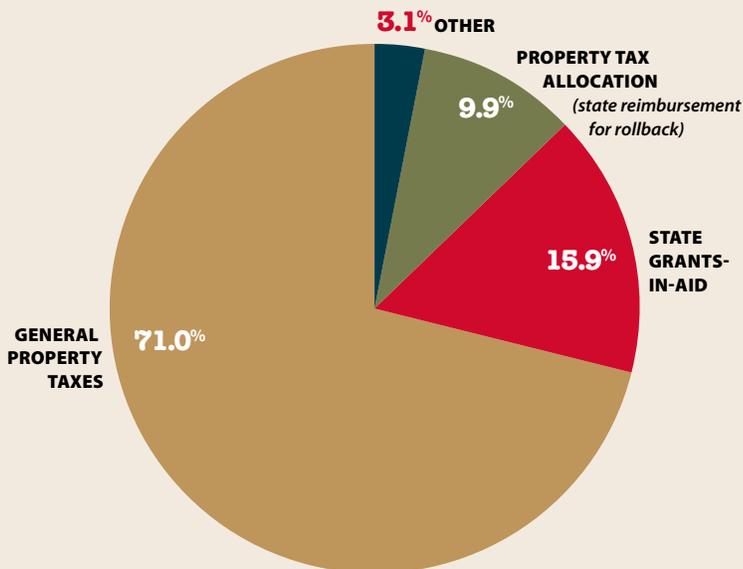
TOTAL = \$89,826,214



Where the Money Comes From

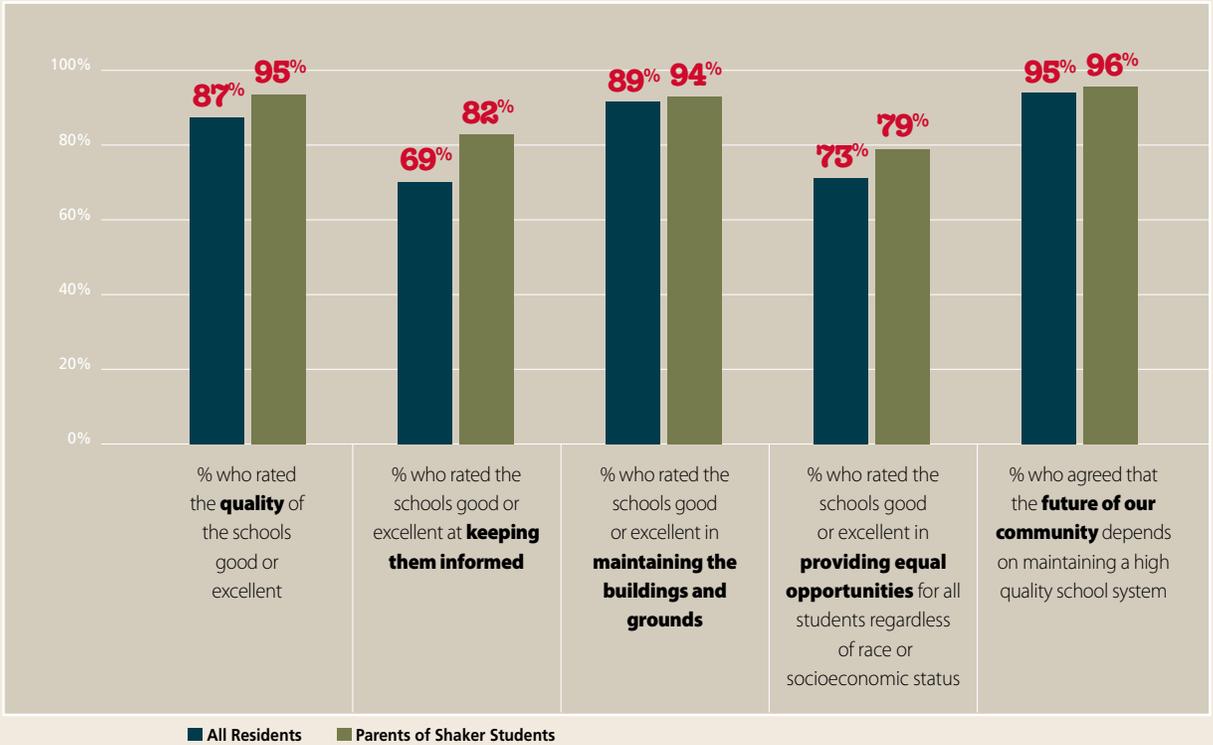
GENERAL FUND REVENUE
FISCAL YEAR 2014

TOTAL = \$90,413,224

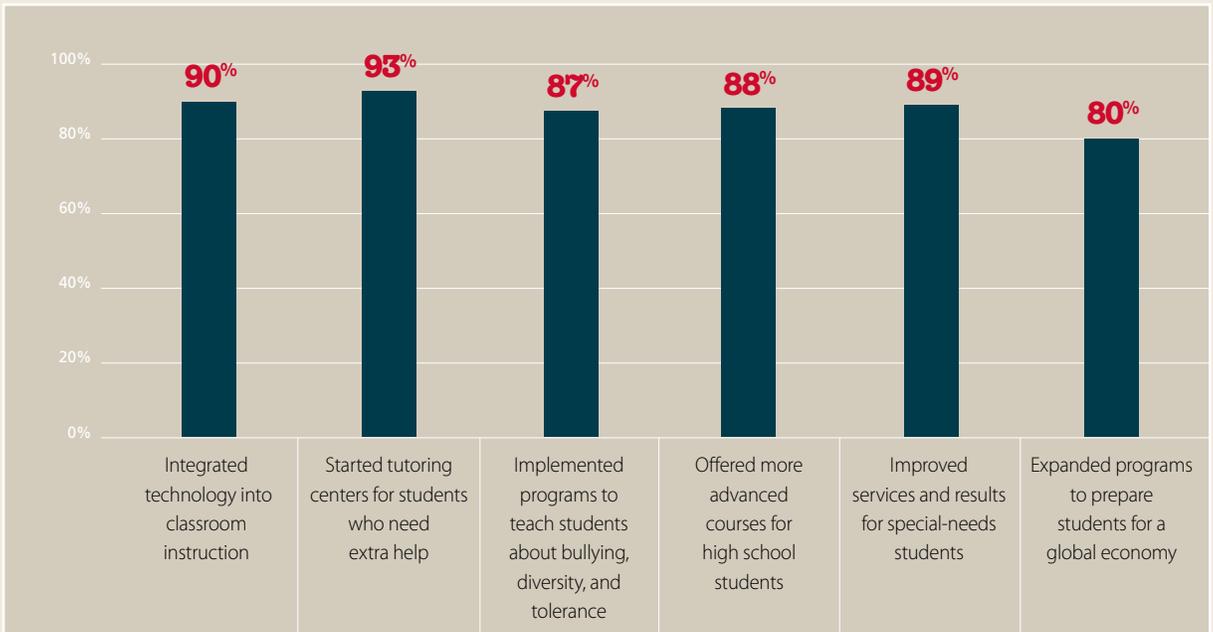


High Marks from the Community

Data gathered from phone surveys of 400 Shaker residents by the independent TRIAD Research Group in 2014 found widespread approval of the schools.



% of respondents who expressed approval of each of the following initiatives.



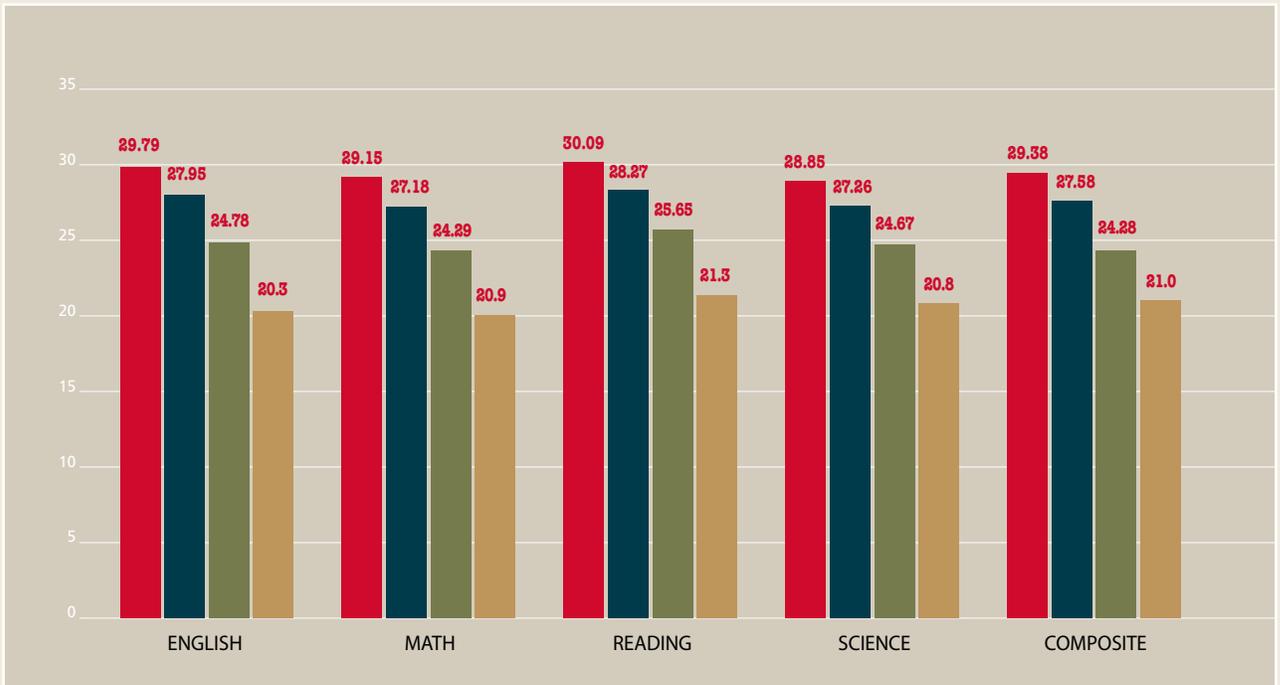
of the 2013-14 School Year

99.7% of our third graders met the requirements of the Ohio Third Grade Reading Guarantee and were promoted to grade 4.

SAT (800-point scale on each exam. Composite: 2400-point scale.)



ACT (36-point scale on each exam and 36-point composite.)



- Shaker Upper Third
- Shaker Upper Half
- Shaker Average
- National Average*

*2013 SAT average; 2014 national data not yet available

of the 2013-14 School Year

In partnership with our Teachers' Association, we implemented and refined new evaluation systems.

HIGHLIGHTS

THE SHAKER HEIGHTS CITY SCHOOL DISTRICT

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MEASURING WHAT MATTERS

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**The Shaker Heights
Board of Education**

William L. Clawson II, *President*
Reuben Harris, Jr., *Vice President*
Alex Liston Dykema
Amy H. Fulford
Annette Tucker Sutherland

Superintendent of Schools

Gregory C. Hutchings, Jr., Ed.D.

Treasurer

Bryan C. Christman

This listing reflects the leadership of the School District as of the time of publication in September 2014.